

STRATEGIC ENROLLMENT MANAGEMENT TASK FORCE  
PROJECT STATUS UPDATE  
September 25, 2008

CHARGE TO THE TASK FORCE:

To develop a plan and recommendations for action that will direct ECU's efforts in enrollment management and student success, identifying strategic initiatives that ensure ECU's reputation as a university of choice. Recommendations must be consistent with ECU Tomorrow, UNC Tomorrow, the Engaged University Carnegie Classification, SACS accreditation and the expectations of a graduate research university.

PROCESS:

An inter-disciplinary task force representing a broad range of university constituencies was formed spring '08. Subcommittees have addressed key strategic enrollment management (SEM) topics. It is important to note that SEM is a complex and iterative process requiring flexibility, balancing competing interests, squarely facing difficult tradeoffs and making tough decisions. The goal is to make appropriate enrollment management decisions for our university through informed thought and action rather than inaction.

A focused and strategic approach to enrollment, retention, and graduation is clearly necessary. It is notable that the Fall 2008 census date enrollment of 27,703 students exceeds ECU's projected Fall 08 enrollment of 26,651 by 1,052 and that the incoming freshmen class of 4,516 exceeds our projected Fall 2012 freshmen enrollment of 4,510. In Fall 2007, ECU submitted a projected enrollment for Fall 2017 of 36,018 to UNC General Administration.

The ECU community anticipates that our student population will continue to grow and the university remains committed to serving the citizens of the state. Annually, ECU's enrollment will vary both in overall size and profile (i.e., freshmen, undergraduate, graduate, distance education only). The task force, concerned about managing our growth and increasing the success rate of students admitted to programs, is focusing its work on recommending and implementing policies, strategies, and processes that will shape the size and academic readiness of incoming classes; support student success particularly as measured by retention and graduation; and provide optimal living and learning environments. These measures will influence the overall enrollment pattern and composition of incoming or graduation classes.

CRITICAL ISSUES:

The SEM process has identified the most critical enrollment management issues facing our institution and specific recommendations with both short and long term execution horizons are being developed to address them. The critical issues are inter-related and recommendations must be implemented with full understanding of the impact one will have on another.

- Defining our Access Mission – To address the definition of “access”; creation of pre-college programs; first generation student/family programs; summer bridge programs; online programs.
- Improving Retention and Graduation – To address improving the quality of students through strengthening the requirements for admission to the university; enhancing student counseling,

advising, mentoring, intervention and the student support infrastructure; improving integration with community colleges and UNC system; increasing scholarships and honors programs; increasing academic retention standards; revising policies such as course repetition, suspension and off-campus course transfers.

- Determining Effective Academic Mix - To address evaluation and re-evaluation of the breadth and depth of programs and degrees; introduction of income/expense analysis of programs; classification of existing and new graduate programs by resource intensity; enhancement of distance education programs.
- Providing Optimal Infrastructure – To address necessary resources including space needs (teaching, research, faculty and administrative offices, housing); organizational structures; new positions; new programs; expanded technology support.

#### RECOMMENDATION IMPLEMENTATION:

Timeline for implementation for recommendations will vary. The recommendations will be identified as immediate (prior to Fall 2009), short-term (12-24 months) and long-term (more than 24 months). The timeline for recommendation will be based on immediacy (e.g. Fall 09 admission requirements have already been adopted), consultation with appropriate groups, and funding or infrastructure required to implement a given recommendation. The implications of implementing a recommendation or delaying or deferring the recommendation will also be included the Task Force's final report.

#### NEXT STEPS:

The Task Force will finalize the preliminary recommendations in mid-October. The proposed plan will be vetted with Executive Council, Faculty Senate, Academic Deans and Directors, Staff Senate, Student Government Associations, and other key university constituencies. A preliminary plan will be presented to the Board of Trustees in November. The plan will be finalized January 2009.